

## **Addendum to AY 2004/2005 AU Catalog Updated ACSC Courses**

**NOTE: These specialized studies and research seminars were taught at ACSC during 04AY05, but were not those listed in the published AU Catalog (dated Aug 2004).**

### **AG 5500-Specialized Studies-Agile Combat Support**

**Course Description:** In accordance with USAF force development goals, the AG course provides career-broadening education to mid-career officers in more than twenty-one representative combat support and operational functional areas. One of the Air Force's "Distinctive Capabilities," Agile Combat Support describes the processes that ensure support forces and resources are ready to employ and sustain air and space forces in Global Engagement Operations across the full spectrum of military operations, anytime, anywhere. The AG course begins by laying a doctrinal foundation for combat support, and continues with a detailed study of the ACS CONOPS, and its relationship to, and integration with, the Air and Space Expeditionary Force (AEF). Students are provided a forum in which they can focus on the integration of ACS effects-based capabilities and key functional area tasks, with CSAF operational concepts, Air and Space Expeditionary Task Force (AETF) force modules, and the AEF. Additionally, students will be introduced to joint and coalition expeditionary operations to gain a better understanding of theater-wide joint expeditionary combat support operations. Finally, students apply their understanding of ACS CONOPS concepts and their integration with the AEF and AETF force modules, as they personally examine real-world challenges facing combat support forces in several applications and ACS-related site visits designed to put ACS theory into practice.

### **AI 5500-Specialized Studies-Air and Space Power Employment**

**Course Description:** The Air and Space Power Employment Specialized Studies Course focuses on advanced analysis of current U.S. air operations planning and employment paradigms, and highlights issues that must be addressed in the future. Using the capabilities and processes of the Air Operations Center as a lens, this course will examine air and space doctrine in combination with contextual elements as they relate to operational-level employment of joint and combined air and space power. The primary learning mechanism is student participation in a high fidelity air and space employment exercise where students will analyze and apply principles and techniques introduced in previous ACSC courses and further developed in AI classes.

### **AQ 5500-Specialized Studies-Acquisition Management**

**Course Description:** The Acquisition Management Specialized Studies Course provides a broad overview of the DOD systems acquisition process including the basics of systems program management and the developmental life cycle of a system from inception to disposal. This course covers the integration of business, technical and management activities, culminating in the application of acquisition policies, procedures, best practices and lessons learned to solve a variety of problems through the use of an integrated product team environment. The course will also investigate recent acquisition initiatives to reduce acquisition cycle time and incorporate agility into defense product development.

#### IC 5500-Specialized Studies-Specialized Studies for International Officers

**Course Description:** This course examines United States military operations and aspects of American culture through guest speakers and field trips.

#### IS 5500-Specialized Studies-Information Operations

**Course Description:** This course provides officers and civilian equivalents with knowledge on the capabilities and limitations of Information Operations that are used to achieve national and joint force commander's objectives. In addition, this course will provide students with an understanding of IO core, related and supporting capabilities. This course examines basic IO concepts, builds upon that foundation by exploring the operational aspects of IO in greater detail, and concludes with research visits to key IO organizations and subsequent cross briefings of students' experiences.

#### MO 5500-Specialized Studies-Mobility Operations

**Course Description:** This course presents an overview of the mobility system as an element of the greater DoD transportation network. It will prepare officers with diverse backgrounds for assignment to mobility command or transportation staff billets. Students will comprehend key mobility functions and programs to include: major weapon systems, air mobility operations, support infrastructure, staff competencies, as well as command and control arrangements. Students will analyze current mobility challenges; apply critical thinking, and brief potential solutions.

#### PM 5500-Specialized Studies-Political-Military Strategist

**Course Description:** In accordance with USAF force development goals, the PM course cultivates a fundamental understanding of the pol-mil functions, environment, actors and issues that support national security objectives. The course provides career-broadening education, equips students to speak the language of political military affairs, and provides the knowledge to critically examine current and future pol-mil operations and their application at the strategic and operational levels. It examines in detail the principal actors and processes involved in today's dynamic international security environment and emphasize major premises of security cooperation and specific priorities in key regions of the world. Students will learn about the roles of key players from the Regional Combatant Commanders and in-country assets to the interagency involving the Departments of State and Defense. The course will examine a range of tools used to foster alliances and partnerships between the United States and other countries. Students will gain unique insights through presentations by key pol-mil practitioners, and will then apply those insights to an exercise simulating an international pol-mil crisis.

#### PP 5500-Specialized Studies-Plans and Programs

**Course Description:** The Plans and Programs Specialized Studies course provides a foundation for both understanding the Department of Defense (DoD) resource allocation process (known as the Planning, Programming, Budgeting, and Execution (PPBE) construct) and being able to effectively interact with PPBE timelines and tools. The course begins with an introduction of fundamental PPBE concepts, including significant process players and important technical skills (writing and ability to use specific software applications). Students are then provided an overview of the strategic planning and resource programming processes, including participation in real-time processes in Washington, DC. Finally, students apply their understanding of the PPBE process as they develop and defend issues through exercises designed to simulate the resource deliberation and decision-making processes within the Air Force.

## SO 5500-Specialized Studies-Space Operations

**Course Description:** As the DoD Executive Agent for Space, the Air Force is the lead service for charting the future for military space. As such, the SO course presents major space system capabilities, limitations, constructs, and doctrinal principles required for the development, application, and integration of space concepts, doctrine, and resources to achieve national security objectives. The course begins by exploring the roles, missions, and operational functions of space forces as they relate to force deployment, sustainability, and support to theater operations. The course continues with an examination of space doctrine, policy, and law and their effect on various national space organizations. Week two of the course also introduces special access program initiatives and existing capabilities for space forces today. Week two concludes with a discussion of the command and control of space forces (at the strategic, operational, and tactical levels) and the role of space in the Air and Space Operations Center (AOC). Weeks three and four of the course reinforce the previous two weeks of academics and provides students a hands-on understanding of space operations and mission integration through practical studies field trips to United States Strategic Command, Air Force Space Command, Army Space and Missile Defense Command, and various subordinate units. Week five of the course begins with an examination of foreign space and missile systems followed by a discussion of future space systems and the DoD long-range plan for space. The course concludes with a capstone space campaign planning exercise and student presentations on the future of space.

## RS 5610-Future Trends

**Course Description:** This course will preview the strategic international environment and discuss potential political, social, economic, environmental, technological, informational, and military challenges anticipated in the 2010-2050 timeframe. The goal of this course is to familiarize the student with emerging driving forces and key factors that affect planning for the future, the importance of planning for multiple futures, and how to identify signposts and indicators of potential alternative futures. Students will be exposed to various predictive and non-predictive planning models with emphasis on scenario-based planning as a viable tool for preparing for uncertain futures.

## RS 5611-Articulating Space to the Warfighter

**Course Description:** The foundation of this course is developing an understanding of the implications of space-based and space-dependent capabilities for operational warfighting, to identify shortfalls in operational concepts and doctrine vis-à-vis these capabilities, and to propose a dialogue within the warfighting community that articulates current thought on space and the operational art. The Space Commission Report (2001) and AFDD 2.2.1, Counterspace Operations (draft) are two watershed documents that explore the need for—and methods of—providing for national security in, from, and through space. We will use the above documents as a springboard for analyzing how to bridge the gap between current capabilities of space and space-based systems and current awareness of these capabilities by operational warfighters.

## RS 5612-Innovative Approaches to Constructing US Security Policy

**Course Description:** Winning wars may be as much about the influence of ideas, beliefs and values as about superior military capabilities. This course focuses on the powerful, yet often underestimated, role of ideas in international politics. During the Cold War era realist theories emphasized the importance of material capabilities, especially the use of military force, and served as the primary basis underlying such US national security strategies as deterrence and balance of power politics. In a symmetric bi-polar world military forces were used to maintain the peace and coerce and impose US will on recalcitrant states. In the current international

system, it would seem that it has become more difficult for the US to obtain national security through exercise of military power.

#### RS 5613-Challenges to US Interests in Northeast Asia

**Course Description:** Northeast Asia is likely to have an impact on United States national security policy in the early 21<sup>st</sup> century more than most other regions in the world. It is also perhaps one of the most misunderstood regions in the world. Frequently, “mirror-imaging” paradigms are applied to China, the two Koreas, and Japan that simply do not apply to nations that do not have “western” culture, politics, or history. Because military officers will be obliged to confront issues associated with Northeast Asia, such as the modernization of the Chinese military, the division and security of the Korean Peninsula, and the possible nuclearization of Japan, a comprehension of these issues will be important to for the future impact of the U.S. military and its allies on foreign policy in the region. This course will give participants the opportunity to learn how the key issues in Northeast Asia are inter-related among nation-states, and how these issues have an impact on current and future U.S. national security.

#### RS 5614-USAF ISR Programs and Platforms

**Course Description:** This course is designed for students who already have an understanding of USAF and Joint Intelligence, Surveillance, and Reconnaissance (ISR) platforms, programs and techniques. It is a course designed to support individual research efforts providing independent critiques and creative solutions to present or future ISR roadmap requirements. The goal is to produce research papers which validate or invalidate current ISR systems planning roadmaps, identify the proper mix of ISR programs and platforms, and/or identify future opportunities not currently considered by various ISR staff agencies working USAF and joint ISR transformation issues. High quality final papers may be sent to various staffs for review.

#### RS 5615-Modeling, Simulation, and Wargaming

**Course Description:** This course will pursue the thesis that effective use of wargames and simulations in the ACSC curriculum will improve our graduates’ chances of developing better strategies. History demonstrates that better strategies generally produce more beneficial states of peace at a lower cost in blood, treasure and time. To paraphrase General George Kenny, having the second best strategy is a lot like having the second best poker hand. Hence, the course will demonstrate that the wise use of wargaming has facilitated the adoption of effective strategies while the misuse of wargames has frequently led to poor resource allocation and costly blunders.

#### RS 5616-CSAF Topic: Effects Based Planning and Operations

**Course Description:** Student researchers explore the limits of Effects-Based Operations (EBO) theory and practice. Ideal research products support CJCS and CSAF issues by expanding how joint and service forces conceive and achieve sophisticated EBO campaigns.

#### RS 5617-Weapons of Mass Destruction: Challenge and Response

**Course Description:** In the December 2002 *National Strategy to Combat Weapons of Mass Destruction*, President Bush observed that “Our enemies have openly declared that they are seeking weapons of mass destruction, and evidence indicates that they are doing so with determination.” In order to comprehend the nature of this problem and measures to reduce its impact on American interests and military operations this course devotes three sessions to examine WMD proliferation, four sessions to explore possible responses to this problem, and three sessions to plan military operations at the operational level of war in a hypothetical WMD environment.

#### RS 5618-From Algeria to Afghanistan: Colonial Conflict and Counter-Insurgency

**Course Description:** Often the focus in PME is on large-scale conventional warfare, but much of the conflict of the last two centuries has been much smaller scale and often non-conventional. Colonial warfare and counter-insurgency form a crucial part of the study of military history. Western colonialism and imperialism in Africa and Asia were important phenomena of the 19<sup>th</sup> and the 20<sup>th</sup> centuries. Many crises today are a partial result of past Western expansion. To better illustrate this part of history and unique way of war, I would like to examine the French, British, American, and Russian experiences of colonial warfare and the indigenous response to it from 1830 to the present.

#### RS 5619-Information Operations

**Course Description:** This course is for students interested in learning about and researching topics that are relevant to information operations (IO). It will leverage the collective experiences of the class to create a collaborative learning environment for advanced discussions on all areas of IO. The sub-areas of interests are IO policy, integration of IO among its sub-disciplines and with conventional operations, electronic warfare, computer network operations, and influence operations. The contributions of information operations in attaining the objectives of the joint force commander are the centerpieces of discussion and research. Emerging Air Force concepts of information operations will be introduced and analyzed. The end product of the course will be a twenty five page individual research paper on a topic relevant to the Air Force and joint information operations.

#### RS 5620- Arab-Israeli Conflict

**Course Description:** The Arab-Israeli conflict is one of the most well-known and longest running conflicts in the world. It is at once a political, religious, nationalist, regional, and global conflict whose roots can be traced back hundreds if not thousands of years. Events connected to the end of the Cold War and the Gulf War rejuvenated an Arab-Israeli peace process that has since proceeded in fits and starts. Since October of 2000, negotiations have been replaced with increasing violence. US interests in the region run long and deep and administrations from Harry S Truman to George W. Bush have been heavily engaged in the conflict and its peace process. War is intolerable to American interests while peace is unlikely without American mediation. Whether as a peacemaking, peace-enforcing, or a peacekeeping force or in connection to a humanitarian intervention, or even as partisans in support of Israel in an existential struggle against its neighbors, US soldiers could be sent to the region in the near future. Since ACSC graduates could very well be involved in any such operation, they would do well to learn a bit more about this issue. This course will introduce students to the history and current dynamics of the Arab-Israeli conflict – its major events, actors, disputes, and future challenges. We will also discuss US interests and participation – past, present, and future.

#### RS 5621-Peace and Stability Operations

**Course Description:** Peace and/or stability operations will remain among the most important tools of the United States and the international community for resolving conflicts, supporting democratic transitions, providing humanitarian assistance, and protecting human rights in the new millennium. Yet recent operations have left many unanswered questions regarding the effectiveness, viability, and implications of these types of missions and roles for the US military. This course asks what lessons past operations have given us, and whether we are prepared to use those lessons to improve the chances for success in the aftermath of the next war. In particular, this course focuses upon the future role of peace and/or stability operations and whether the US

and its military are prepared to participate in these future scenarios in an effort to prepare the participating students for future command and staff roles.

#### RS 5622-War, Peace, and Politics

**Course Description:** Understanding the relationship among war, peace, and politics is essential for every military professional. Although the nature of this relationship appears to change with time, there are important continuities that run throughout history. Questions like: what causes war? What causes peace? And, how do states cope with the problems of international order and terrorism? This research seminar examines these questions and others like them by fusing together a wide variety of thought-provoking literature and films. The great issues of war, power, honor, justice, and peace will be examined by sifting through the dominant theoretical, philosophical, and historical accounts of war, peace, and politics.

#### RS 5623-Joint Forces in Battle: CENTCOM AOR (2001 to present)

**Course Description:** Recent operations in the CENTCOM AOR suggest that one of the highest priorities for the USAF is to improve its ability to conduct joint expeditionary warfare. This research seminar provides students the opportunity to identify, select, and conduct original research on an issue related to Operations ENDURING FREEDOM or IRAQI FREEDOM. While each student will investigate his/her own topic, the seminar as a whole will benefit from a common operational focus on the CENTCOM AOR. Each researcher is expected to apply functional expertise, recent experience, and disciplined research methods to define and investigate one of these issues. Each researcher is also expected to advise and provide constructive criticism to fellow seminar members.

#### RS 5624-Targeting the Adversary: Air and Space Applications

**Course Description:** In this course students will look at what war is and why nations fight them. With this understanding, students then look at how to form objectives, which will achieve national goals. From objective determination, students next examine the process, by which planners translate objectives into desired effects, from which they derive actionable targets, which create desired effects that lead to obtaining these objectives. As part of this process, students will research past examples of objective determination, target planning and air campaigns. Students will be expected to analyze a given international situation and a potential adversary to determine likely national objectives. Students will then develop theater, air component objectives, tactical objectives, tactical task, and targets that will achieve national objectives. Students will be expected to defend their selection of targets, and demonstrate how those targets will achieve the desired effects. Students will also be expected to determine methods for assessing the effects and effectiveness of attacking their selected targets. Students are encouraged to examine nontraditional applications of air and space power, as well as new methods for combat and operational assessment.

#### RS 5625-Politics of NATO

**Course Description:** NATO's demise was predicted by many analysts and policy makers as the Cold War ended. The argument was that NATO's cold war mission of thwarting the Soviet military threat was accomplished. Therefore, just as the Warsaw Pact dissolved, so too would the trans-Atlantic alliance. In the face of such gloomy forecasts, NATO survived. In fact, it thrived. By the end of the 1990s, new members were added, and the alliance set about to rewrite its mission in Europe; a mission tested and, most would argue, proven successful in Kosovo. That success noted, however, NATO faces multiple challenges—many of them political. Today,

people are again wondering about the relevance and sustainability of NATO in the face of recent and current tensions in trans-Atlantic relations.

#### RS 5626-American Way of War

**Course Description:** This course examines the development of the modern U.S. Army since 1865 through an examination of the development of its organization, doctrine, and performance in various wars.

#### RS 5627-Dirty Politics: Drug Lords, Terrorists and Non-State Security Threats

**Course Description:** The Post Cold War world has been described as being inhabited by “grey guys”. The end of the Cold War seemed to have removed the starkness of security threats and revealed a world filled with new and murkier security challenges like ethnic conflicts, failed states, religious inspired terrorists and *narcotraficantes*. Yet these challenges have been met with *ad hoc* responses like humanitarian interventions, air strikes and various tactics under the term “drug war”. The events of 11 September have demonstrated that such *ad hoc* measures are no longer sufficient. Groups like Al Qaeda have created the same types of dangers to regional stability, strategic balance and global prosperity as the Soviet threat. Understanding these threats and the types of groups that pose them will lead to the building of stronger foundations for determining sounder and more sensible strategies for the future military operations.

#### RS 5628-National Strategy in the Post-9/11 World

**Course Description:** The United States has struggled since the end of the Cold War to both assess the critical dynamics of the strategic environment and outline a comprehensive grand strategy and corresponding military strategy to address that strategic environment. The events of 11 September, 2001 galvanized policymakers and led to the Bush Doctrine currently outlined in the 2002 National Security Strategy. This seminar will explore the post-Cold War evolution of grand strategy/military strategy focusing predominately on the post-9/11 era.

#### RS 5629-CSAF Topic: Independent Space Force/USAF Space Corps

**Course Description:** Investigation of specific policy facets regarding the reorganization of space forces into a separate space force or independent space corps. The foundation of this course is developing an understanding of the policy process and how to put that understanding into practice as the DOD moves forward—focusing on the organization of space forces. As a springboard for discussion, the course initially examines the passage of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 (GNA). The GNA stands as the most significant defense legislation since 1947 and it was primarily written by two former military officers. The foundation of the GNA is the National Security Act of 1947 (NSA)—the same act that reorganized the nation’s military Services and created the Air Force as a separate Service. Shifting the focus to space forces, the course then uses the Space Commission Report as the starting point for discussing DOD organization of space forces and examines if there is a need for change.

#### RS 5630-US Military-Political Relations From WWII to the Present

**Course Description:** An historical examination of the impact of politics and political processes on the United States’ armed services, national military policy, and national military strategy from World War II to the present. Assigned reading, lectures and discussions will examine the political contextual factors affecting national military policy and strategy.

#### RS 5631-The Making of Strategy

**Course Description:** Where is the world headed and what are the national security policy implications for the US? How should leaders in the US formulate strategy, and what can history teach us about the process of making strategy? These are questions that our civilian and military leaders concern themselves with when developing grand strategy. Through the use of case studies, this course will address the problems that arise in the translation of grand strategy into action (e.g., unanticipated events, unintended consequences), the relationship between ends and means, friction in war, the critical importance of leadership, the necessity of innovation, and the need for coalitions and alliances to achieve victory.

#### RS 5632-War for Public Opinion: Public Information, Propaganda, Military-Media

**Course Description:** The intense war for public opinion and support is perhaps the least understood strategic center of gravity an operational commander will face in any conflict. Yet, throughout history, wars have been won or lost largely due to the population's willingness to support the operational goals of their government and military. As a result, U.S. commanders are obliged to confront the problems associated with news and information being instantly available to world populations. They must effectively deal with the media and with enemy propaganda while simultaneously executing a military operation. This course will provide the officer an opportunity to understand the important role public information and public affairs operations play in military operations. It is intended to help rising leaders comprehend how new global information environment affects the battlefield of the 21<sup>st</sup> century.

#### RS 5633-CSAF Topics: Lessons for Military Leaders from the Civil Rights Movement

**Course Description:** Today's military must constantly adapt to change and innovate in order to maintain our military superiority. It falls upon our leaders both to seek out innovations and implement them within our organizations. The Civil Rights movement provides a profound case study from which to learn a variety of lessons about how to lead change, both today and into the future. Transformation will not happen without leaders who understand the change process and how it impacts those they lead. This course takes an in-depth exploration of leadership and will also explore issues such as informal leadership, creativity, organizational cultures, and diversity.

#### RS 5634-4th Generation Warfare: Transformation of Warfare in the 21st Century

**Course Description:** How do you fight and defeat the United States? How will you define success? How will you know you have won? This is a focused research elective requiring you to use your knowledge, experience, and imagination to answer those and relevant other questions. If we do not understand the context of warfare in a post 9/11 world, how can we ever expect to defeat our enemies? Why should our enemies fight us on our terms? They will surely lose. However, if they choose the time, place, and method they just might pull it off. We cannot take that chance!

#### RS 5635-Transformation of the United States Military

**Course Description:** Transformation has become a "buzz word" in today's military that often evokes confusion and ire. This course demystifies transformation by exploring theory, history, and current issues associated with the ongoing makeover of the U.S. Military.

#### RS 5636-WWII and the Operational Art

**Course Description:** This course is constructed around an examination of important campaigns of the Second World War. Although understanding "what happened" is an important part of historical inquiry, we are more concerned here with the important lessons that can be learned



from examining some of the great campaigns of the past. World War II was a watershed in the evolution of modern roles and missions, and offers many important lessons dealing with operational innovation, command of joint forces, integration of new technology, effective interservice cooperation, and other topics of very current interest.

#### RS 5637-Asymmetric Warfare: American Indian Wars

**Course Description:** This elective examines, analyzes, and interprets the Indian wars heritage of the American military tradition. There is also posed an underlying question: Are these wars an ignored part of the military tradition of the United States which can provide insight into aspects of what is now called “Military Operations Other than War?” Study and assessments are made on a professional objective basis, exploring notable Indian success and white defeats, as well as the reverse. Inherent to the course will be the differing perceptions and goals of the Indians and “the whites” from their initial contact with each other, the effects of environment and technology, how the U. S. Army adapted or failed to adapt in these conflicts, characteristics of both successful and failed war leaders (Army and Indian), the cause of success and failure on both sides, analyses of specific wars and campaigns, and ultimately why the wars ended. These wars are thus placed within a broader context than simply one of military operations, as they are also assessed as cultures in conflict.

#### RS 5638-Joint Special Operations

**Course Description:** The objective of this course is for each student to understand US special operations forces (SOF) organizations, missions, and capabilities for application at the operational level of war. The course will focus on SOF integration into theater campaigns and major operations. The course will also cover the unique aspects of SOF operations, such as involvement in the personnel recovery, civil-military operations and information operations. At the end of the course, students will apply this acquired knowledge during an exercise where they will act as members of a Joint Special Operations Task Force (JSOTF).

#### RS 5639-Today's AF Medical Service: Challenges of Expeditionary Medicine

**Course Description:** This elective course examines the capabilities of the Air Force Medical Service (AFMS) in support of military operations as we begin the 21<sup>st</sup> century. The emphasis is on medical readiness and Expeditionary Medical Support (EMEDS), with less emphasis on peacetime medical care. The elective culminates with a senior leader’s perspective on the future of the AFMS.

#### RS 5640-Causes of Military Unrest: Case Studies in Mutiny, Desertion, and Insubordination

**Course Description:** Morale, disorder, resistance, and disintegration have concerned military commanders throughout the ages. This course will investigate the underlying and immediate causes of mutiny, desertion, and insubordination in armies, navies, and air forces from a historical perspective. It will analyze the various avenues and levels of resistance to military authority, investigate both underlying causes of discontent and immediate triggers of insubordination, and examine the methods adopted to deter, crush, or alleviate unrest in one’s own ranks while promoting the same in the ranks of one’s enemy.

#### RS 5641-Advanced Logistics

**Course Description:** “Focused Logistics” is one of the key capabilities identified in JV2020 as necessary to achieve “Full Spectrum Dominance”. As the military pushes forward with transformation initiatives, it is imperative that logistics capabilities, processes, and policies continue to enable the type and tempo of future military operations. This seminar will allow students to examine logistics elements across the joint spectrum with emphasis on identifying

improvements for service and joint logistics. The Advanced Logistics Research Seminar is designed for students who have a solid understanding of at least one logistics discipline and would like to increase their depth of knowledge within a particular area. Individuals will gain a better understanding of other logistics issues, outside their specific research topic, by continually sharing their findings with other seminar members.

#### RS 5642-Campaign Analysis

**Course Description:** Generations of military officers have used campaign analysis as a one of their primary methods for professional growth. This course introduces mid-career professionals to this time-honored practice. It takes an operational design approach to understanding, critiquing and deriving applicable lessons from Civil War campaigns. We'll try to avoid the two great risks of this kind of a study: using the past as a "proof text" for contemporary prejudices and/or doctrine, and becoming so engrossed in the past that we lose touch the "living sense of things" and possibilities for the future. The intent is to make participants thoughtful critics of military operations, past and present, and more skillful practitioners of the military art—"wise forever" rather than merely "clever for the next time."

Why do we use an operational design approach? The operational design approach is grounded in campaign design concepts and campaign planning practices codified in Joint Publications 3-0, *Doctrine for Joint Operations* and 5-00.1, *Joint Doctrine for Campaign Planning*. In particular, Joint Publication 5-00.1 establishes "key elements of operational design"—strategic guidance, critical factors and operational concept—that give purpose, focus and form to campaign planning and execution. Exploring an historical campaign in some detail, astute analysts can use these keys to explore the links between ways, means and ends, expanding their horizons and sharpening their judgment in the process.

Why the Civil War? This approach will work with almost any conflict for which there is a historical record—from the Peloponnesian War to the Global War on Terrorism. Even so, this course seeks to capitalize on the natural curiosity most of our officers have about what is one of the central events in American history. Moreover, the great body of literature—diaries, memoirs, official reports, as well as fine modern studies—available at the Air University Library makes the Civil War accessible for modern students and facilitates in-depth analysis. In addition, a number of important western battlefields are within easy driving distance of Maxwell, opening up possibilities for a staff ride, if schedules permit.

#### RS 5643-Strategy and Technology

**Course Description:** The next generation of operational and strategic leaders must be cognizant of the full spectrum of warfighting technologies currently under development. With weapon systems becoming increasingly interoperable and interdependent, a solid understanding of the basic principles of operation of a wide array of new and emerging systems is imperative. Therefore, this course will provide the student a strong foundation in the technological developments underway within military laboratories, particularly the Air Force Research Laboratory. Class time will be divided between laboratory and program office guest lecturers, an optional field trip to the Directed Energy and Space Vehicles Directorates of the Air Force Research Laboratory, and class discussions regarding the impact of the these technologies on military doctrine and strategy.

#### RS 5644-Morality and Warfare: Implications for the Warfighter

**Course Description:** This course will examine the foundations of Just War Doctrine and will challenge students to consider whether the construct under which we operate is sufficient given the rapidly changing nature of the battlespace. Students will consider the evolution of Just War

norms and their impact on modern operations. Students will then consider factors affecting moral targeting decisions in war through three detailed case studies.

#### RS 5645-Politics in Central Europe Since 1945

**Course Description:** This course is an investigation of the impact of Communism, the transition to democracy and market economies, the problems of security during the Post-Cold War period in Central Europe, and war and peacemaking in the Balkans. It is principally a discussion of politics, both domestic and international. The course is organized as a graduate seminar revolving on discussion of common readings and focused research. Structured discussion is supplemented by presentations of student research. The terminus ad quem of the classroom discussion and independent research is a seminar paper (25 pp.). The objective is to familiarize military professionals and government servants with the main patterns of politics and foreign relations as well as political culture in this important region of Europe. This course will better prepare USAF and sister service officers to respond to developments in the Europe and Eurasia world region as well as international security and statecraft issues in general.

#### RS 5646-Religious Influences on Leadership

**Course Description:** To what extent does one's Christian faith guide one's application of military power? Can a military commander be true to the principles of Christianity and still be an effective leader? What are the constraints that Christianity places on command? What are the constraints that command places on one's practice of one's faith? According to Air Force demographics, over 78% of Air Force officers identify themselves as Christian. As Christian officers, they have at their disposal the most powerful military arsenal the world has ever seen. As military officers, Christians are subject to constraints and influences that non-military Christians are not. This makes for a unique relationship between Christian officers and their service, particularly in an era where religious extremism is expected to continue inciting terrorism and war for decades to come. In addition, recent failures of leadership, such as Abu Ghraib prison abuse, make it imperative that we challenge critical Christian thinking and encourage Christian military officers to recognize and develop the principles, morals and ethics of their Christian faith in order to practice their philosophy of leadership in a way that enhances their ability to command without alienating those of other faiths.

#### RS 5647-Total Force: Yesterday, Today, and Beyond

**Course Description:** Today's Air Force cannot fight without the Air National Guard and Air Force Reserve. For example, 71% of the Air Force's theater airlift, 65% of the tanker force, and 40% of our fighters are within the Air National Guard and Air Force Reserve Command. Total Force is a reality and effective commanders will successfully integrate all available assets. This course will explore today's force structure challenges; the National Guard and Reserve contribution to EAF, volunteerism versus mobilization, roles and missions - e.g. Homeland Defense, and other aspects of the Total Force. Students will study the historical evolution the Reserve Components (RC) and the eventual implementation of the Total Force concept, and discuss the future of the Air National Guard and Air Force Reserve Command.

#### RS 5648-WWI: Fall of Innocence and the Rise of the Modern Era

**Course Description:** Though eighty-six years have passed since the guns of the First World War fell silent, the horrors of that war and the ambiguity of its outcome continue to influence the world even today. The unsuccessful search for decision on its battlefields, the resulting catastrophe of trench warfare, and the political results imposed by the victors upon the vanquished have influenced virtually every aspect of modern politics and war fighting since.

#### RS 5649-Military Commander and the Law

**Course Description:** The Military Commander and the Law provides ACSC officers who may go to command, supervisory, and/or support positions with an overview of areas of the law they are likely to encounter in future assignments. This course covers a broad range of legal issues including maintaining good order and discipline, the law of armed conflict, contracts and fiscal law in a deployed environment, homosexual policy, civilian personnel issues, air and space law, information operations, free speech on military installations, environmental regulations, the Joint Ethics Regulation (JER), computer crimes, and dealing with private organizations. The course provides ACSC students with an overview of current legal issues commanders and senior leaders are likely to confront in their efforts to accomplish mission requirements during peacetime and in conflict environments.

#### RS 5650-Ethics in the Profession of Arms

**Course Description:** This course will undertake the portrayal of military ethics (with its attendant trappings of core values, military virtues, and laws of armed conflict) as the heart of military professionalism, and argue that ethical failure is always military failure as well – in part because of the consequences (as we see now with the prison scandal), but also because immorality compromises the military's commitment to excellence. It will begin with an open discussion of a range of cases covering key aspects of the military profession, from equal opportunity and evaluative practices to war fighting and treatment of enemy prisoners of war; these cases will serve as illustrative reference points throughout the course. Next we will set out a theoretical and legal background for discussion of military ethics, and then go on to analyze the concept of a 'profession,' portray the military as one of the fundamental professions in any political society, and explore the relationships of the military profession to its parent society and its individual participants. We will then seek to derive the necessary ethical dimensions of the military profession from its origin (a democratic society) and its end (providing for the common defense). Initially we will explore the Air Force's position that core values are "functional imperatives," focusing on "internal" policy and practice, e.g., how we interact with superiors and subordinates, how we train, administer rewards and punishments, build or break unit morale, and so forth. Finally we will focus on the "external" matter of how we deal with the enemy: Just War Theory and its applications will be central, with some considerable attention paid to military operations other than war (including the administration of prisons). Throughout a premium will be placed upon discussion, ideally of real cases drawn from students' leadership experiences. It is required that research seminars be "relevant, responsive, and forward thinking ... preparing officers to fight the next war." Although this course is theoretical in nature, it meets these requirements: The relevance of ethics to operational and strategic success has been forcefully brought home to us – if we needed a reminder – by the Abu Ghraib debacle. This course will be responsive by confronting this and other cases from the recent war (such as those arising from strategic bombing, use of human shields, and so forth), and at the same time forward thinking in that such ethical issues are endemic to the kind of asymmetry likely to characterize our war fighting for the foreseeable future. Since it is the task of officers not only to understand the importance of ethics but to convince their followers of this, the reasoning in which students will engage in this course and in the writing of their research paper will help prepare them for an important part of their task.

#### RS 5651-Early Expeditionary Warfare in Southwest Asia

**Course Description:** General Norman Schwarzkopf credits Alexander the Great's successful invasion of Iraq and brilliant victory at the Battle of Gaugamela for inspiring US strategy and

tactics in Operation Desert Storm. This research seminar will examine select military campaigns in the Near and Middle East in the pre-modern period in order to seek historical lessons which could assist current operations in the region. Logistics, tactics, strategy, leadership, technology, counter-insurgency operations and expeditionary warfare are all topics which will be covered in this course.

#### RS 5652-Intelligence, Surveillance and Reconnaissance Support to the Warfighter

**Course Description:** Joint Vision 2020 calls for decision superiority--making and implementing better decisions faster than the adversary can react. Decision superiority is *only* achieved through the full integration of intelligence, surveillance, and reconnaissance (ISR) operations into the military campaign. For this to happen, commanders need to fully understand the ISR weapon system. On 14 January 2003, Dr. James G. Roche, Secretary of the Air Force, noted today's "current strategic environment offers a dynamic array of asymmetric threats, evolving partnerships and challenges, and dramatic advances in defense technology." This research seminar teaches students what every warfighter needs to know about strategic and operational intelligence operations across the spectrum of conflict.

#### RS 5653-Religion, Ideology and the State: The Case of Radical Islam

**Course Description:** Radical political religion is perhaps the least understood among the various ideologies which, in the aftermath of the disintegration of the Soviet Union, are challenging the established order of nation-states. Already the Islamist form of this phenomenon is having a disproportionate impact on the transformation of global politics. Inasmuch as military officers will be obliged to confront the problems arising from such rapid changes in the international environment it is certain that, as a consequence, traditional military roles will be significantly altered. In giving the officer an opportunity to learn how Islamism relates ideologically to both the concept and reality of the state, this elective course will help prepare him/her to comprehend the way radical political religion can shape the geo-politics of the 21<sup>st</sup> century.

#### RS 5654-Vietnam War

**Course Description:** The Vietnam War remains one of the most contentious issues in American history. For instance, Americans today wonder if the war in Iraq will become "another quagmire like Vietnam." Senator John Kerry has made his Vietnam service a centerpiece of his 2004 presidential campaign. Over the past three decades since the end of American involvement in the war, various interpretations from the war have ossified into dogma, and we are nowhere near a consensus on why the war took place the way it did. A study of the war provides several opportunities for military officers. The political and cultural contexts of the war served to channel much of what occurred, thus, we will investigate how policy makers and officers failed to comprehend how contexts effected their military strategy. Military strategists analyzed the challenges they faced poorly and superficially. Operationally, the Air Force the war began as an expeditionary deployment, but which evolved over time into a garrison force which improved its performance over time. Parallels with the 2003-2004 war in Iraq are noteworthy; then as now, the US battled an insurgency in an area bordered by significant regional powers. In sum, the Vietnam War is an unsurpassed opportunity for officers to examine the process of war, and is a gold mine of mistaken practices and thought processes that serve as object lessons for war fighters of today. Given the shadow the Vietnam War still casts over the United States, it is imperative that officers help ensure that the country does not repeat the mistakes of the Vietnam War.

#### RS 5655-Gathering of Eagles (GOE)

**Course Description:** GOE is the capstone event for the ACSC class. It is both a group research project as well as an opportunity for the ACSC Class to hear from noted aviation pioneers. Started in 1982 to stimulate interest in aviation history, GOE is hosted by ACSC, and is a series of events that takes place the week of graduation. Sixteen “Eagles” (individuals who have made significant contributions to aviation heritage) are invited to spend several days with ACSC students to share their experiences and lessons learned. Forums include face-to-face meetings, on-stage teaching interviews, panel discussions, and social events. The program culminates in a presentation of the Eagles at the ACSC Graduation Ball.

RS 5682-Africa Regional Security Studies Forum – Masters

RS 5683-Americas Regional Security Studies Forum – Masters

RS 5684-Asia Regional Security Studies Forum – Masters

RS 5685-Eastern Europe Regional Security Studies Forum – Masters

RS 5686- Middle East Regional Security Studies Forum – Masters

RS 5687-Western Europe Regional Security Studies Forum – Masters

RS 5692-Africa Regional Security Studies Forum – Non-Masters

RS 5693-Americas Regional Security Studies Forum – Non-Masters

RS 5694-Asia Regional Security Studies Forum – Non-Masters

RS 5695-Eastern Europe Regional Security Studies Forum – Non-Masters

RS 5696- Middle East Regional Security Studies Forum – Non-Masters

RS 5697-Western Europe Regional Security Studies Forum – Non-Masters

**Course Description:** Identify significant national security concerns that exist within the countries of the region being studied. Then, broadening the scope of the discussion, comprehend how these national security concerns affect the broader context of regional security. Finally, students will evaluate current U.S. regional policies toward that region in light of the security concerns of the individual regions, and offer policy alternatives. Students will investigate topics in a rigorous fashion, in a seminar setting, and under the direction and guidance of a subject matter expert. Students satisfy the two credit-hour research requirement by accomplishing a research paper and participating in a lecture to the student body that presents their conclusions.